Government of Saskatchewan

Annual Report 1983-84

Saskatchewan Public Service Commission

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George McLeod
Minister

November 1, 1984

To His Honour
The Honourable F. W. Johnson
Lieutenant-Governor of Saskatchewan
Government House
Regina, Saskatchewan

Dear Sir:

In accordance with subsection 2 of section 6 of *The Public Service Act*, I have the honour to submit the report of the Public Service Commission for the fiscal year ending March 31, 1984.

Respectfully submitted,

George McLeod,
Minister-in-Charge of the
Saskatchewan Public
Service Commission.

Stan Sojonky
Chairman

November 1, 1984

To The Honourable George McLeod
Minister-in-Charge of the
Saskatchewan Public Service Commission
Legislative Building
Regina, Saskatchewan

Dear Sir:

It gives me pleasure to submit herewith the report of the Public Service Commission for the fiscal year ending March 31, 1984.

I wish to acknowledge the significant contributions of my immediate predecessor, Tor Veltheim, for his service as Chairman of the Public Service Commission during the 1983-84 fiscal year.

May I take this opportunity to acknowledge the assistance of my fellow Commissioners and the diligent work of the staff of the Public Service Commission.

Yours truly,

Stan Sojonky

Stan Sojonky,
Chairman.

Introduction

The Saskatchewan Public Service Commission operates under the authority of The Public Service Act, serving as the central personnel agency for the Government of Saskatchewan.

The Commission performs a number of service and regulatory functions. The principal functions are:

- recruitment and assessment of candidates
- negotiation of collective bargaining agreements
- classification of positions
- administration of classification and pay plans
- staff training and development
- provision of advice on personnel matters to departments and agencies in the public service
- provision of suitable recognition programs and enhancement of the communication process for employees in the public service
- maintenance and provision of human resources information respecting public service employees

The Commission itself comprises five individuals. As Chairman of the Commission, Stan Sojonky also serves as chief executive officer of the government's central personnel agency. This position is a full-time appointment. The other Commission members, appointed on a part-time basis for a period of six years, include Isabelle Butters (C.M., General Manager of the Weyburn Co-operative and former Mayor of Weyburn); William Fyles (former Chairman and Secretary of the Public Service Commission for 29 years); Harold Hoffman [President of the Service Employees' International Union (SEIU) Local 333, President of the SEIU Prairie Regional Council and Vice-President of the Canadian Central and

Commissioners

Standing, left to right: Harold Hoffman, Stan Sojonky, Roland Muir Seated: William Fyles, Isabelle Butters

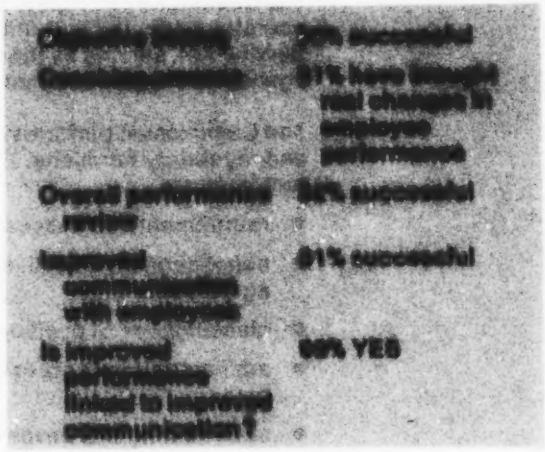
Western Conference of the SEIU]; and Roland Muir (Assistant to the President, University of Saskatchewan).

The five Commissioners represent the public interest in the ongoing efforts of the Public Service Commission to improve personnel administration within the Saskatchewan public service.

During the year under review, the Commission met ten times and heard seven out-of-scope classification appeals. Of these, two were denied. The Commission also acted upon three dismissal appeals.

During 1983-84, the Staffing and Classification Branch received more requests for classification action than during the 1982-83 fiscal year. This increase can be attributed in some measure to departmental reorganizations which have resulted in realignment of position duties. In addition, a total of 105 classification appeals were received in 1983-84, compared with 158 in 1982-83. The number of competitions held for vacant positions increased significantly over the previous fiscal year, with a proportionate increase in the number of applications received, interviews conducted and certifications issued. Continued emphasis was placed on the training of line managers and personnel administrators in staffing policy, methods and procedures. The Advertising Unit of this branch has continued to implement and expand upon new cost-saving strategies and a media/response monitoring system is in place. As this ongoing information system is compiled and reviewed, the cost-efficiency of advertising placement will continue to increase.

The Staff Training and Development Branch reports that 700 employees in 16 major departments have completed the Managing Human Performance (MHP) course which is the core component of the Performance Management System package. MHP is now presented in three flexible formats to meet individual department needs. A survey questionnaire distributed in February 1983 to all MHP participants showed the following user statistics:



The Affirmative Action Branch's major activities in 1983-84 were: screening vacancies in the public service and referring qualified candidates to positions; administration of the Saskatchewan Career Access Program, a training-on-the job program; consultation with managers and personnel staff in departments to encourage recruitment of target group individuals; liaison with community organizations which assist target group members to find employment; provision of career counselling; operation of a Management Training Program in the public service; provision of technical aids to government employees with physical disabilities; production of two brochures — "Affirmative Action: Equality in Employment" and "Employment: Attitudes and Disabilities"; delivery of 24 workshops on affirmative action issues; and monitoring statistical progress.

The Employee Relations Branch is responsible for the labour relations activities which take place between the Government of Saskatchewan as employer and the bargaining agents certified as employee representatives. As the collective bargaining agreement with the Saskatchewan Government Employees' Union was in place for a two-year period expiring

September 30, 1984, no renewal negotiations occurred. However, during the year various Letters of Understanding were signed with SGEU relating to such topics as hours of work, housing and transportation. In addition, interim meetings were held with SGEU on a number of matters such as grievance resolution, union dues and the development of a seniority roster. Contract negotiations with Canadian Union of Public Employees (CUPE 600) were concluded in December, 1983 with the signing of a two-year agreement covering the period October 1, 1983 to September 30, 1985. The agreement included a general wage increase, adjustments in shift differential, an increase in professional fees and a number of agreement language changes. Ongoing discussions continued with CUPE 600 and SGEU toward agreement on a joint union-management Employee Assistance Program. The branch also received a number of requests for assistance in collective bargaining and provided advice on labour relations matters to other employers such as Community Colleges, Wascana Centre Authority, Crop Insurance Corporation, Community Legal Services, Human Rights Commission, Liquor Board and the Saskatchewan Water Corporation.

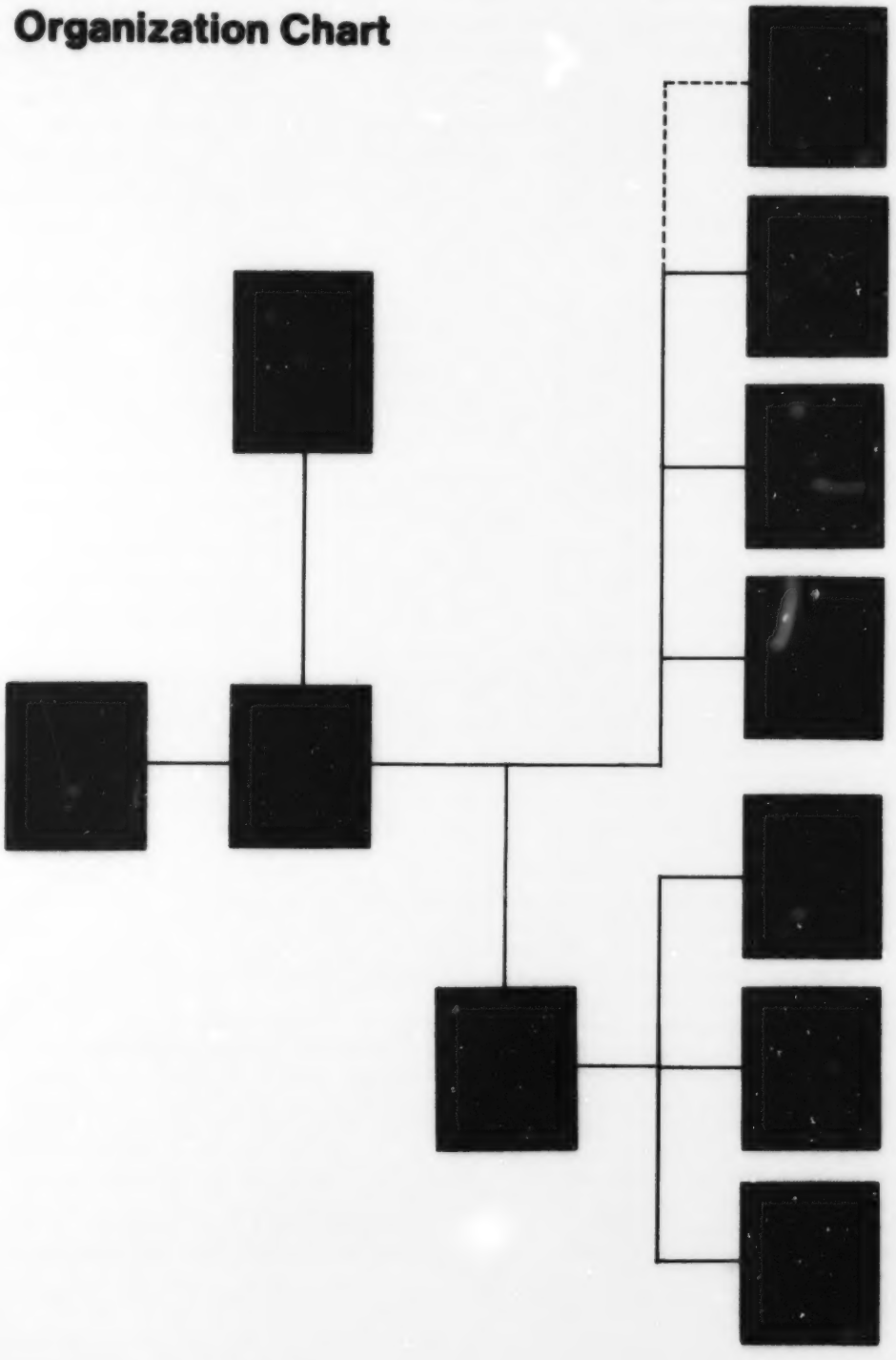
During the 1983-84 fiscal year, the Administration Branch entered into an agreement with the Department of Revenue and Financial Services to develop an integrated Personnel/Payroll System; published six editions of the PSC POST, a service-wide employee newsletter; expanded the collection of books, magazines and government documents available in the Library and continued to provide reference services such as fact verification, literature searches, inter-library loan service and bibliography preparation; provided consultation and co-ordination for the Commission's various printing and publication activities; continued to publish the Personnel Administrators' Bulletin, a capsule update of recent personnel-related developments; and conducted five Long Service Recognition Banquets — one in Prince Albert, two in Regina, one in North Battleford and one in Saskatoon — at which the Commission honoured 150 employees who had achieved 25 years of service and 13 employees who had achieved 40 years of service.

In order to better meet the special needs of senior managers and the Government of Saskatchewan, a reassignment of resources and the introduction of new services resulted in preparations to establish a Senior Management Resourcing Branch. During the next fiscal year, the Senior Management Resourcing Branch will provide the following services: Senior Management Recruitment and Selection; Senior Management Resource Planning; Senior Management Development; Senior Management Classification and Compensation; and Special Projects Relating to Senior Management Issues.

The Classification Systems Branch reports that the public service in-scope classification plan's new format, which was implemented in the past year, has proven to be an adaptable and flexible design which supports effective human resource management. The branch has continued to conduct reviews of various occupational groups within the scope of the union. A new job evaluation and compensation system for approximately 2,240 out-of-scope positions has been developed. Compensation policies were revised to better match job requirements.

For further details, please refer to the appropriate chapters of this annual report.

Organization Chart



Trevor Roadhouse

During the year under review, the Assistant Chairman had responsibility for these areas of activity within the Public Service Commission:

1. Staffing and Classification Branch
2. Classification Systems Branch
3. Affirmative Action Branch

A detailed description of these areas follows.

Employee Relations Branch

Rick McKillop, Executive Director

Objectives

The Employee Relations Branch is responsible for the labour relations activities which take place between the Government of Saskatchewan as employer and the bargaining agents certified as employee representatives.

The branch works to maintain and enhance effective employer/employee relations throughout the public service by the use of progressive employee relations methods and programs.

Functions

Collective Bargaining

- The negotiation of collective bargaining agreements between the Government of Saskatchewan and the certified bargaining agents representing its employees as to conditions of employment, hours of work and rates of pay.
- The branch is required to provide interim negotiations with the Saskatchewan Government Employees' Union (SGEU) and the Canadian Union of Public Employees, local 600 (CUPE 600) on a variety of issues and concerns as they arise during the term of the agreements.

Contract Interpretation and Administration

- To provide formal interpretations of contract language to department officials throughout government and to advise departments on the ongoing application of collective agreements.

Grievance/Arbitration

- To maintain and update a service-wide grievance monitoring system, together with standardized policies and procedures for grievance resolution.

Labour Relations Resource Service

- To provide, upon request, industrial relations expertise and personnel to assist provincial agencies and Crown Corporations in contract negotiations.

Employee Assistance Program

- To maintain and enhance a confidential counselling program designed to assist employees who experience job performance difficulties due to personal/medical problems.

In-Service Training

- To arrange resources in assisting departmental personnel to implement training in the areas of grievance resolution, employee assistance/counselling, corrective discipline and contract interpretation.

Policy Development

- To identify personnel policy needs and recommend corresponding procedures or regulations to meet those needs.

Payroll Administration

- To assist in the development and implementation of payroll administration procedures and directives and to ensure that they are consistent with the collective agreements and Public Service Regulations and are practised consistently throughout the public service.

Compensation Research

- To analyze trends in order to ensure that the government is aware of shifts in the employment market and can act accordingly.

Activities

Each in-scope employee in the Saskatchewan public service is covered by one of two collective agreements. The agreement with SGEU covers individuals employed in a wide variety of occupations in the classified division of the public service and in the labour service.

The agreement with CUPE 600 covers employees working in seven psychiatric and mental retardation facilities.

As the collective bargaining agreement with the SGEU was in place for a two year period expiring September 30, 1984, no renewal negotiations occurred. However, during the year, various Letters of Understanding were signed with SGEU relating to such topics as hours of work. In addition, interim meetings were held with SGEU on a number of matters such as grievance resolution, union dues and the development of a seniority roster.

Contract negotiations with CUPE 600 were concluded in December, 1983 with the signing of a two year agreement covering the period October 1, 1983 to September 30, 1985. The agreement included a general wage increase, adjustments in shift differential, an increase in professional fees and a number of agreement language changes.

Ongoing discussions continued with CUPE 600 and SGEU toward agreement on a joint union-management Employee Assistance Program. During the fiscal year, the Program received 53 formal supervisory referrals, 26 self-referrals and conducted 65 supervisory consultations. Ten training sessions were offered to departmental supervisors.

The branch developed and implemented a policy on leave of absence due to pressing necessity. The branch also participated in development of the Public Service Personnel Manual to assist departments in day to day personnel administration activities.

The branch received a number of requests for assistance in collective bargaining and provided advice on labour relations matters to other employers such as Community Colleges, Wascana Centre Authority, Crop Insurance Corporation, Community Legal Services, Human Rights Commission and the Liquor Board.

During the year, the following grievance and arbitration activity is reported. At the beginning of the fiscal year, there were 384 grievances. One hundred and sixty-nine grievances were received in 1983-84 and a total of 208 were resolved. Twenty-two grievances were heard at arbitration and 11 training sessions were provided to departments on grievance resolution.

During the year under review, Compensation Research conducted a major in-scope salary and compensation survey which was used to provide basic information on compensation issues for the 1983 round of collective bargaining with CUPE 600. Also, a survey of out-of-scope employees was conducted and recommendations were prepared for general policy adjustments for this group of employees.

Branch staff participated in more than 50 compensation surveys during the year to assist other employers in determining their competitive position relative to the Saskatchewan public service. These surveys covered various in-scope and out-of-scope employee categories.

The branch was involved in the ongoing administration of the Management Series job evaluation plan and analysis and classification of 68 senior management positions. As well, branch staff provided advice and assistance to departments in administration of the Management Series Performance Pay Plan and monitored their recommendations for compliance with program guidelines.

Forecast

Collective Bargaining

- to complete preparations for bargaining leading to negotiating a new agreement with SGEU
- to co-ordinate the transfer of employees to the Saskatchewan Water Corporation
- to participate in the annual PSC/CUPE 600 meetings with local union branch executives
- to continue to provide staff and industrial relations expertise to assist provincial agencies and Crown Corporations in contract negotiations

Contract Administration

- to continue to negotiate various local hours of work arrangements with SGEU
- to continue to provide advisory services to government departments, agencies, boards and commissions with respect to contract administration

Employee Assistance Program

- to conclude arrangements leading to the signing of a mutually acceptable Employee Assistance Program agreement with CUPE 600
- to continue discussions with SGEU toward a joint agreement on an Employee Assistance Program

Research

- to initiate research for support purposes in collective bargaining and to develop new initiatives to enhance the efficiency and effectiveness of Government human resource programs

Staffing and Classification Branch

Lucille Bechard, Director

The Staffing and Classification Branch provides an integrated approach to the day-to-day staffing and classification of positions in the Saskatchewan public service.

Combining the recruitment and job evaluation responsibilities within one administrative program has led to an enhanced level and quality of service to the departments of government and has enabled the branch to become responsive to major government initiatives respecting both program change and reorganization.

The general purpose of the Staffing and Classification Branch is to assist line managers in achieving program objectives. The branch ensures that positions are equitably aligned and fairly compensated, so as to recruit and retain qualified people, broadly representative of the population of Saskatchewan.

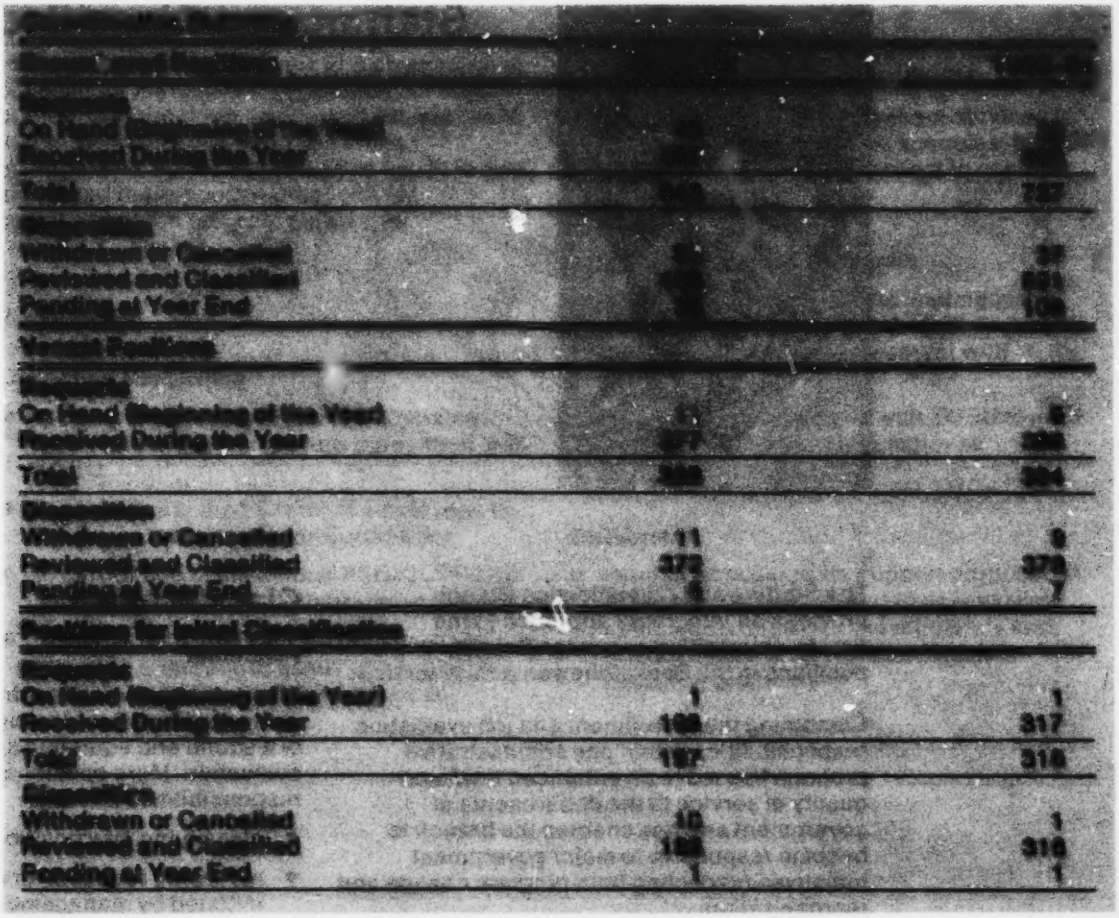
Collaboration with the Affirmative Action Branch ensures the entry and career development of people with disabilities and individuals of Native ancestry. The Saskatoon Regional Office responsibilities associated with the branch are provides the branch's services to the general public and government departments in both Saskatoon and throughout Northern Saskatchewan.

Classification

Functions

The branch serves departments and agencies in the public service through the administration of a sound and equitable system of job evaluation. More specifically, the responsibilities include:

- classifying new positions
- reviewing requests for reclassification initiated by management or employees
- representing the Public Service Commission during classification appeal hearings
- participating in job classification aspects of departmental reorganization
- providing advice, assistance and training to departments, agencies and employees of the public service on matters related to job classification
- auditing and monitoring classification decisions delegated to line departments.



Activities

The workload of the branch is generated and determined by the operating requirements of the client departments. The number of requests for classification review depends to a large extent on the number of positions allocated to departmental programs and the changing use made of the mix of these positions in carrying out program responsibilities.

During the year under review, requests for classification action increased over the 1982-83 fiscal year. This increase can be attributed in some measure to departmental reorganizations, which resulted in realignment of position duties. In addition, a total of 105 classification appeals were received in 1983-84, compared with 158 in 1982-83.

The branch also provided job classification training, with particular emphasis on the classification appeals process, to a number of individuals identified as potential chairpersons for the three-member Classification Joint Council which independently reviews and assesses classification appeals from employees. In addition, the branch delivered several informational and orientation sessions on the job classification process to departments and agencies.

Staffing

Functions

The branch recruits the necessary qualified personnel to fill permanent vacancies in the public service. Specifically, the objectives of the staffing function are:

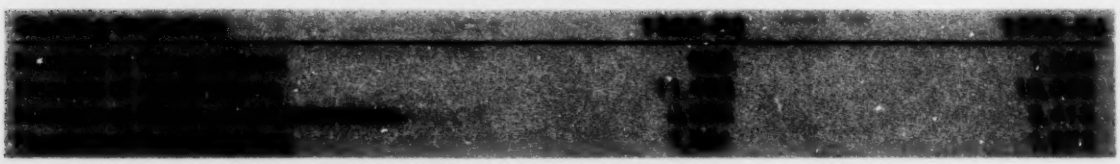
- to ensure that the "merit principle" is maintained for employment in the public service
- to conduct an active recruitment program to fill vacancies in the classified public service
- to establish and maintain objective, merit-based selection standards which ensure comparability and equity across the service
- to provide staffing officers who serve as chairpersons of selection panels and certify up to three qualified candidates from each competition
- to develop and administer qualifying employment examination and assessment methods which are fair, reliable and valid
- to audit and enhance the quality of staffing functions delegated to line departments
- to provide advice and training to line managers and personnel administrators in all aspects of the staffing process
- to co-operate in the development and implementation of special employment programs and to monitor their effectiveness
- to effectively manage the re-employment of employees affected by program changes or by employees returning from leave of absence.

Activities

The workload of the branch is determined by the requirements to fill vacant positions and by the number of job applicants in the labour market. The number of positions to be filled depends upon the turnover of existing staff and changes in government programs requiring either new employees or placement of present employees in alternate positions.

During the year under review, the number of competitions held for vacant positions increased significantly over the previous fiscal year, with a proportionate increase in the number of applications received, interviews conducted and certifications issued.

Continued emphasis was placed on the training of line managers and personnel administrators in staffing policy, methods and procedures. Two training workshops were held, with 40 line managers and personnel administrators participating.



Advertising

The Staffing and Classification Branch manages a consolidated advertising budget for all permanent vacancies in the classified public service. The Advertising Unit is responsible for the selective placement of newspaper advertising and the publication of employment bulletins. The major portion of employment vacancies are advertised within Saskatchewan, while positions which are more difficult to recruit for necessitate the use of an extended recruitment area.

The Advertising Unit has continued to implement and expand upon new cost-saving strategies and a media/response monitoring system is in place. As this ongoing information system is compiled and reviewed, the cost-efficiency of advertising placement will continue to improve.

Career Days and Employment Counselling

The branch represented the Government of Saskatchewan at 11 Career Day events sponsored by universities, technical institutes and high schools throughout the province during the fiscal year. Approximately 1,100 students were counselled by representatives from the branch. Participation at these events is an effective means of communicating with future graduates and plays an essential part in long-term human resource planning. Career Days also serve to familiarize students with the role of the Public Service Commission and the recruitment process. In addition, both Regina Head Office and Saskatoon Regional Office staff provided individual employment counselling services in response to over 1,500 requests from employees and members of the public interested in securing information related to careers in the Saskatchewan public service.

Forecast

Consideration will be given to the amalgamation of personnel responsibility for the 48 departments, boards and agencies under *The Public Service Act* into nine personnel administration branches. Responsibility for the staffing and classification of non-managerial positions, with a number of exceptions, will be delegated to the branches. The decentralization proposal will be evaluated in a six-month pilot study, running from July 1 to December 31, 1984, during which staffing and classification will be delegated to three personnel administration branches. Delegated functions will be subject to detailed auditing and monitoring by the Staffing and Classification Branch. It is expected that an in-depth review and assessment of the pilot project will take place prior to an anticipated full delegation of non-managerial staffing and classification on April 1, 1985.

Classification Systems Branch

Lorne Koback, Director

Objectives

The Classification Systems Branch develops and implements new classification structures and systems which are current, well-defined and accurately reflect the needs of the public service.

Functions

Specifically, the branch is responsible for:

- establishing the classification format for the public service
- conducting in-depth reviews of various in-scope and out-of-scope occupational groups to systematically up-date the existing classification plan and to ensure equity across occupational groups and department lines
- reducing the number of job classifications and simplifying the administration of the classification system
- responding to the classification needs of programs and organizations.

Activities

A new format for the public service in-scope classification plan, was implemented in the past year. It has proven to be an adaptable and flexible system which supports effective human resource management. The branch has continued to conduct reviews of various occupational groups within the scope of the union.

A review of approximately 2,800 out-of-scope positions commenced with the objective of developing a new job evaluation system and accompanying compensation policies.

Staff Training and Development Branch

Bill Duncan, Director

Objectives

To improve the productivity of Saskatchewan provincial government employees by strengthening their skills and knowledge.

To monitor and respond to the changing needs of program delivery identified by the program managers and their staff.

To provide flexible, current, effective programs.

To demonstrate cost effectiveness of our programs to our clients and to the public.

To develop, challenge and recognize the skills, knowledge and abilities of all the members of our staff as a co-operative team.

Functions

The branch has specific programs directed towards meeting these objectives:

- Performance Management System
- Staff Training Course Calendar
- Orientation for new employees
- Administrative Development Diploma (ADD)
- Education Leave Program
- Long Service, Pre-retirement and Retirement Programs
- Consultant Services

Activities

Performance Management System: 700 employees in 16 major departments have completed the Managing Human Performance (MHP) course which is the core component of the Performance Management System package. MHP is now presented in three flexible formats to meet individual department needs. In addition, senior management groups formally establish their department mission statements and objectives in order to fully support this system.

The survey questionnaire distributed in February of 1983 to all MHP participants showed the following user statistics:

Staff Training Course Calendar

The wider distribution of the annual course calendar brought an increase in the number of courses delivered to 102 with 1,729 participants. Special request courses were presented introducing new formats for training and skill development.

Orientation for New Employees

The Orientation Program took on a new look which clearly demonstrates to new employees the importance of the government and its employees to the people of Saskatchewan. Over 240 individuals attended the 67 orientation sessions held in Saskatoon, North Battleford, Regina, Moose Jaw and Prince Albert.

Administrative Development Diploma (ADD) Program

The ADD Program offers employees in certain clerical classifications the opportunity to obtain additional university education in order to improve their qualifications for professional level positions in the public service.

During the year under review, eight students graduated, 23 more were admitted to the program beginning April 1, 1984, for a total of 75 active students in the program.

Educational Leave Program

Under this Program, employees are granted a leave of absence to further their education at a recognized educational institution. The Education Leave Policy requires that the objectives of the applicants be consistent with the needs of their departments.

In the 1983-84 fiscal year, the branch approved 115 applications for education leave. In addition, tuition reimbursements for 320 employees received approval.

Long Service and Retirement Program

The Retirement Program recognizes the value of employees' service to the government of Saskatchewan; either a plaque or gift is presented to retiring employees.

In 1983/84, 207 presentations were made to employees, acknowledging service ranging from five years to over 40 years.

As well, six long service banquets were held honouring 182 employees with 25 to 40 plus years of service. Employees received a gift acknowledging their contributions.

Consultant Services

In order to achieve desired results from training in skill areas, or required knowledge, the "skill gap" must first be identified accurately. The Staff Development Officers (SDOs) in the branch consult with departments to determine — first, if training will close the gap and produce the desired results — or second, if training is indeed the solution. The SDO discusses the wide range of courses available through the branch; as well, resources across the country are researched to fulfill the specific training required by individuals or departments.

Forecast

The Staff Training and Development Branch is introducing a major initiative in training services. As part of this initiative, the branch will be offering assistance to departments in identifying training and development needs, preparing plans and programs, and customizing these programs to meet individual departmental requirements.

In addition to customized training, new courses such as "Negotiations", "The One-Minute Manager", "Writing Manuals", and a variety of others will be offered.

Affirmative Action Branch

Mary Beth Bickley, Director

The branch is responsible for encouraging and developing affirmative action programming in government. The branch also facilitates the hiring of target group members in the public service. Target groups are Native people, individuals with physical disabilities and women interested in management and non-traditional positions. The branch's major activities in 1983-84 were:

- screening vacancies in the public service and referring qualified candidates to positions
- administration of the Saskatchewan Career Access Program, a training-on-the job program
- consultation with managers and personnel staff in departments to encourage recruitment of target group individuals
- liaison with organizations in the community which assist target group members to find employment
- provision of career counselling
- operation of a Management Training Program for women in the public service
- provision of technical aids to government employees with physical disabilities
- production of two brochures — "Affirmative Action: Equality in Employment" and "Employment: Attitudes and Disabilities"
- delivery of 24 workshops on affirmative action issues
- monitoring statistical progress

Native People, Individuals with Physical Disabilities and Women Interviewed in the Branch

Appointments of Native People and Individuals with Physical Disabilities

Appointments of Women to Management and Non-traditional Positions

Forecast

- Preliminary work on the development of a formal affirmative action plan. The plan will be developed jointly by union and management committees.
- Selection of 25 new Management Training Program participants from all three target groups.
- Development of an affirmative action communications policy for government. The intent of the policy is to encourage the portrayal of individuals from the target groups in a wide variety of positive activities and settings in government communications.
- Production of an affirmative action poster.
- Publication of a booklet on the Career Access Program.
- Production of a slide presentation on affirmative action.

Administration Branch

Murray Bender, Director

Objective

The general objective of the Administration Branch is to provide internal administrative support within the Public Service Commission, as well as human resources information services to all departments/agencies. The branch also performs a number of communications-related functions both internal and external to the Commission.

Functions

The branch performed the following functions during 1983-84:

Administrative Support

- accounting
- payroll
- co-ordination and acquisition of accommodation, telephones, supplies, furniture, systems, etc.
- mail
- co-ordination of budget preparation
- co-ordination of expenditure control
- personnel administration and record keeping
- word processing

Human Resources Information

The branch maintains and controls personnel information regarding employees of the Saskatchewan public service. This is accomplished through the operation of a manual records management system and a computer-based Personnel Data System (PDS).

The salary survey and bargaining support systems are maintained by the branch for compensation research purposes.

Communications

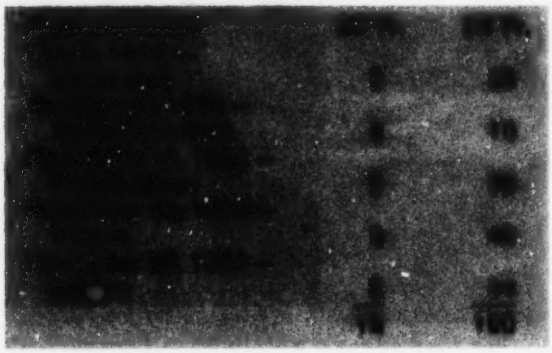
The communications functions performed by the branch include:

- maintaining channels of communication with public service employees, to advise of services provided by the Public Service Commission and to keep employees apprised of changes in government services and organization, as well as other employee- and job-related information
- maintaining a library that serves as a central information centre offering a wide range of interpretive material to Commission staff and personnel managers in government departments and agencies
- providing consultation and advice regarding printing and publications for the Public Service Commission
- co-ordinating the employee recognition programs for long service and retirement.

Activities

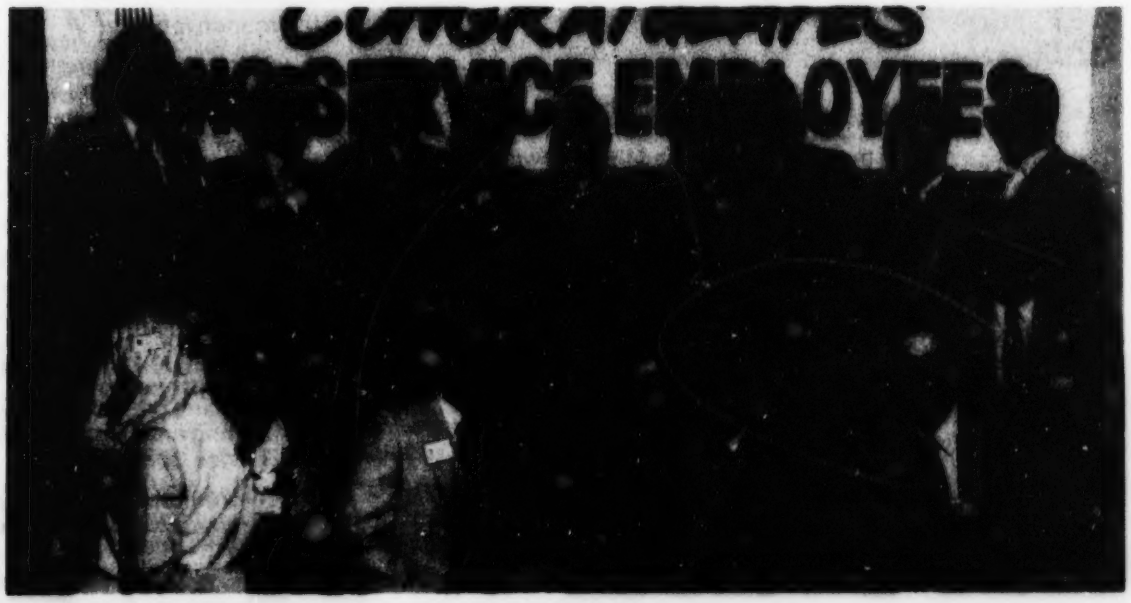
During the 1983-84 fiscal year, the Administration Branch:

- entered into an agreement with the Department of Revenue and Financial Services to develop an integrated Personnel/Payroll System
- published six editions of the PSC POST, a service-wide employee newsletter
- expanded the collection of books, magazines and government documents available in the library, and continued to provide reference services such as fact verification, literature searches, inter-library loan service and bibliography preparation
- provided consultation and co-ordination for the Commission's various printing and publication activities
- continued to publish the Personnel Administrators' Bulletin, a capsule update of recent personnel-related developments
- conducted five Long Service Recognition Banquets — one in Prince Albert, two in Regina, one in North Battleford and one in Saskatoon — at which the Commission honoured 150 employees who had achieved 25 years of service and 13 employees who had achieved 40 years of service.
- honoured 207 retiring employees through the Retirement Program



Forecast

A major activity of the Branch over the next two years will be implementation of the new Personnel/Payroll System. Such implementation is scheduled to begin in September of 1985.



Long Service Recognition Banquet — North Battleford, October 20, 1983.

Senior Management Resourcing Branch

Jim Armstrong, Executive Director

Objectives

In order to better meet the special needs of senior managers and the Government of Saskatchewan, preparations to establish a Senior Management Resourcing Branch were initiated in the latter part of the fiscal year. The branch will be implementing a variety of services for senior managers during the next fiscal year.

Functions

The Senior Management Resourcing Branch will assist the government in the achievement of corporate goals by providing the following services:

- Senior Management Recruitment and Selection
- Senior Management Resource Planning
- Senior Management Development
- Senior Management Classification and Compensation
- Special Projects Relating to Senior Management Issues

Activities

Senior management recruitment and selection:

Executive search services will be provided to assist departments in staffing senior management positions. Full or partial search services will be provided as required.

Senior management resource planning:

For the benefit of the government and individual employees, a resource planning service will be developed to provide additional career development opportunities to senior managers through such means as job rotation and to assist the government in meeting its future management requirements. A key feature of this service will be the development of a central Senior Management Inventory.

Senior management development:

Senior management development activities will be expanded under the new branch and will include the existing programs of Executive Development, Executive Seminars and Executive Forums.

The Executive Development Program is a comprehensive three-year development program for proven senior managers with interest in further advancement. During the year under review, a total of 21 managers were involved full time in the program. Ten special projects on issues of concern to the government were completed by participants.

During the year, the program was broadened to include participation in seminars by other interested executives. A total of 30 seminars were delivered and attended by Deputy Ministers, Associate and Assistant Deputy Ministers and executives from all government departments.

Executive Forums, attended by Deputy and Associate Deputy Ministers, were held on six occasions during the year.

Senior management classification and compensation:

During the year under review, branch staff participated on the Senior Project Team responsible for the development of a proposed new Out-of-Scope Classification Plan. The project will continue into the next fiscal year. A total of 68 Management Series classification transactions were concluded during the year as part of the branch's ongoing responsibility for administration of the Management Series Classification Plan. The branch also assisted Permanent Heads in the administration of the Management Series Performance Pay Plan.

Unclassified and Excluded Service

In accordance with the provisions of Section 46(2) of the Public Service Act, following is a list of positions which have been transferred to the unclassified division of the public service or excluded from the operation of the Act, during the 1983-84 fiscal year.

Department	Class
Advanced Education and Manpower	Assistant Deputy Minister Personnel Administrator 1
Agriculture	Clerk Typist 3
Consumer and Commercial Affairs	Executive Director, Commercial Services Deputy Minister's Secretary Special Advisor to the Minister
Co-operation and Co-operative Development	Administrative Officer 4 Administrative Officer 5
Economic Development and Trade	Research Officer 4
Education	Administrative Officer 1 Clerk 2 Associate Deputy Minister (M.S. 1)
Energy and Mines	Assistant Deputy Minister (M.S. 2) Research Officer 4 Resource Management Consultant Administrative Officer 4 Heavy Oil Consultant
Executive Council	Senior Strategic Planner Planning Analyst 1 Planning Analyst 2 Administrative Assistant
Finance	Senior Consultant Director Programs Branch (3) Administrative Analyst 1 (5) Administrative Analyst 2 (4) Administrative Analyst 4 (6)

Health	Clerk Typist 3
	Administrative Officer 2
	Administrative Officer 3
	Administrative Officer 4
	Associate Executive Director, SHSP
	Assistant Deputy Minister
	Associate Deputy Minister
	Executive Director, SHSP (M.S. 1)
	Co-ordinator of Consultant Services
	Associate Executive Director, SHSP
	Executive Director, Northern Health Services (M.S. 3)
	Executive Director, Saskatchewan Prescription Drug Plan
	Associate Executive Director, Community Health Services
	Public Health Nurse 3
	Chiropodist (9)
Highways and Transportation	Acting Director, Public Communications
	Administrative Officer 2
	Administrative Officer 3
	Registered Engineer 1
	Clerk Typist 2
	Clerk Typist 3
	Information Services Officer 3
	Personnel Administrator 2
	Director, Transportation Planning and Research
Indian and Native Affairs	Community Liaison Officer
	Policy Analyst
Justice	Clerk Stenographer 4
	Deputy Minister's Secretary
	Crown Solicitor 1 (10)
	Crown Solicitor 2 (3)
	Crown Solicitor 3 (4)
	Crown Solicitor 4 (2)
	Co-ordinator, Constitutional Relations
	Director, Constitutional Branch
	Deputy Provincial Secretary
	Public Trustee
	Deputy Public Trustee
	Administrative Officer 5
Labour	Assistant Deputy Minister (M.S. 1)
Legislative Counsel and Law Clerk	Publications Clerk
Northern Saskatchewan	Industry and Commerce Consultant 3
Provincial Secretary	Information Services Officer 1

Revenue and Financial Services	Administrative Officer 2 (3) Administrative Analyst 1 (2) Administrative Analyst 2 (1) Administrative Analyst 4 (1) Administrative Analyst 5 (1) Financial Management Analyst 1 (3) Financial Management Analyst 2 (1) Financial Management Analyst 3 (2) Financial Management Analyst 4 (5)
Science and Technology	Director, Communications Services
Social Services	Assistant Deputy Minister (M.S. 1) Financial Management Analyst 4
Supply and Services	Clerk 4 Senior Management Analyst (2) Programmer Analyst 3 (2) Assistant to Executive Director, Central Services Buildings Supervisor Assistant to Director, Building Security Director, Building Security Procurement Analyst
Telephones	Deputy Minister's Secretary Clerk Typist 3
Tourism and Small Business	Industry and Commerce Consultant 3 Co-op Management Advisor 1 Special Projects Officer Manager, Public Affairs Travel Counsellor
Urban Affairs	Executive Director, Municipal Finance Branch Community Planner 2